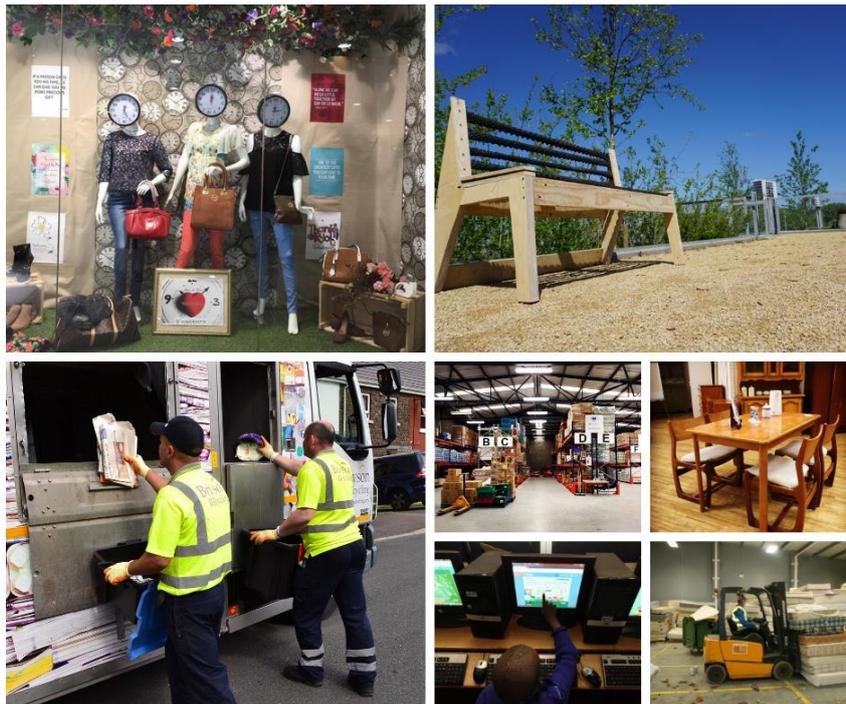




**Community Resources Network Ireland (CRNI)**  
**Repair, Reuse, Recycle**

**The all-island representative body for community  
repair, reuse and recycling organisations.**

**Strategic Plan (2019 – 2022)**





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## **Strategic Plan (2019 – 2022)**

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## Community Resources Network Ireland (CRNI)

### Repair, Reuse, Recycle

#### Foreword

Community Resources Network Ireland (CRNI) is the all-island body for community repair, reuse and recycling organisations. CRNI's vision is to create an Ireland where the word 'waste' does not exist and where the entire community benefits from the social, environmental and economic value of reusable resources.

CRNI was founded in 2010 with the aim of promoting community based, sustainable waste management as a practical and effective way of tackling Ireland's growing waste problem. We achieve this, and work toward our vision, by supporting our members to grow and thrive and by influencing policy and practice. Full members include social enterprises, charities and community organisations throughout Ireland. Affiliate members include those from the wider repair, reuse, recycling and waste prevention sector<sup>1</sup>. CRNI, like many of its members, is driven by the triple bottom line of: environmental, social and financial gain.

We deliver environmental gain by supporting our members to optimise the use of valuable resources, developing best practice, influencing policy, promoting repair, reuse and recycling and knowledge sharing. In 2016, our members reused 32,600 tonnes of resources and recycled 68,700 tonnes<sup>2</sup>. We develop best practice by participating in major research projects which not only support the capacity development of our members but also influence national and EU policy development. We share knowledge through our newsletter, information events and our biennial conference. We engage with multiple stakeholders including community organisations, policy makers, funders and businesses at local, national and international level levels to communicate the benefits of community repair, reuse and recycling and effect change.

We deliver social gain by supporting our members to create employment and training opportunities, influencing policy, and promoting our members' work in local communities throughout Ireland. Our members create employment and provide training positions for people distant from the job market, often in areas of disadvantage. In 2016 our members employed almost 1,000 people, provided training positions for over 500 people and supported over 7,600 volunteer opportunities<sup>3</sup>.

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<sup>1</sup> List of CRNI Members available on our website [www.crni.ie/our-members](http://www.crni.ie/our-members)

<sup>2</sup> Estimated to be approx. 1% of total waste arising in Ireland. Source CRNI Member Survey 2016 involving 15 Social enterprises

<sup>3</sup> Source CRNI Member Survey 2016 involving 15 Social enterprises

We deliver financial gain by strengthening our members' capacity, maximise the economic value of reusable resources and create local sustainable employment. In 2016, our members generated approx. €100 million revenue through reuse and recycling<sup>4</sup>. The estimated value of our members employing people directly and providing high quality training opportunities for people from disadvantaged communities or the long term unemployed is €50 million<sup>5</sup>.

CRNI's actions, decisions and the way it organises itself are underpinned by the guiding values and principles of: equality, respect, collaboration and credibility. We promote equality by supporting members to employ and train people who are distant from the job market. We also promote equality by making resources accessible to a wide range of communities across Ireland. We respect people, communities and the environment. We collaborate with a range of stakeholders including local, regional, national and EU agencies, funders, community & voluntary groups, businesses, representative bodies and consumers. We constantly strive to be a credible organisation with committed members, evidence based practice and rigorous analysis.

CRNI is a dynamic evolving network. By working together with our members and acting as one voice we have a greater impact than acting alone. CRNI supports members to strengthen their social enterprises and play an active role in mainstreaming the Community Resources Sector.

The network receives core funding support from the Environmental Protection Agency (EPA) through the National Waste Prevention Programme as well as membership contributions.

This Strategic Plan (2019 – 2022) was developed in consultation with CRNI Members and a range of other stakeholders. It outlines how CRNI will support the growth of our members, drive the mainstreaming of the Community Resource Sector and operate as an efficient and effective charity. This Strategic Plan will be reviewed annually and the findings widely disseminated. Through the implementation of this Strategic Plan CRNI will play a leadership role in strengthening and mainstreaming the Community Resources Sector which will lead to a more sustainable and inclusive Ireland.

Signed CRNI Chairperson

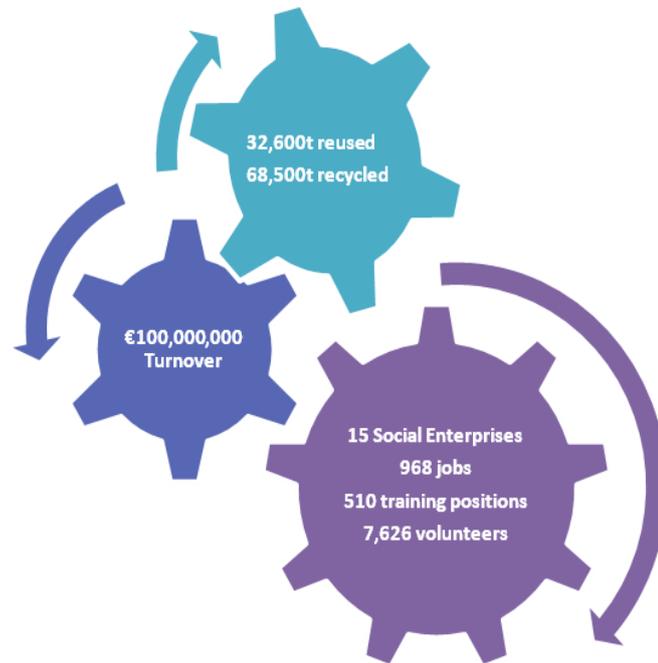
Una Lavelle

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<sup>4</sup> Source CRNI Member Survey 2016 involving 15 Social enterprises

<sup>5</sup> Estimate based on conversion factors from EPA study, Key Performance Indicators for the Reuse sector, available [http://crni.ie/wp-content/uploads/2017/09/EPA\\_RDC-Metrics-Final-Aug17.pdf](http://crni.ie/wp-content/uploads/2017/09/EPA_RDC-Metrics-Final-Aug17.pdf)

**Community Resources Network Ireland (CRNI)**  
**Triple Bottom Line: Environmental, Social & Financial Gain/Impact**  
**Survey of 15 Members 2016<sup>6</sup>**



Supporting community repair, reuse and recycling benefits the triple bottom line and contributes towards the European goal of moving towards a Circular Economy and an inclusive society.

**Community Resources Network Ireland (CRNI)**  
**Social Enterprise Definition**

Many CRNI Members are social enterprises. A Social Enterprise is an enterprise that:

- i. Trades for a social/societal purpose;
- ii. Earns at least part of its income from trading activity;
- iii. Is separate from government; and
- iv. Reinvests its surplus in its social objective.

Source [www.forfas.ie](http://www.forfas.ie) Forfás Social Enterprise Report 2013

<sup>6</sup> Source CRNI Member Survey 2016 including 15 Members. Note one member - the Irish Charity Shops Association - represents over 40 charities and 450 shops across Ireland, which are included in the data above.



**Community Resources Network Ireland (CRNI)**

**Repair, Reuse, Recycle**

## **CRNI Vision, Mission and Values**

### **Vision**

Our vision is to create an Ireland where the word 'waste' does not exist and where our entire community benefits from the social, environmental and economic value of all reusable resources.

### **Mission**

We support the growth of our Members and drive the mainstreaming of the Community Resources Sector. We enable communities throughout Ireland to gain from social, environmental and economic benefits of repair, reuse and recycling.

### **Values**

Our core values are:

#### **Social Inclusion**

We facilitate social inclusion by supporting inclusive employment and increased access to the benefits of repair, reuse and recycling.

#### **Respect**

We respect and value people, communities and the environment.

#### **Collaboration**

We work in collaboration with a range of partners in supporting our members to grow; developing, piloting innovative environmental solutions and strengthening community repair, reuse and recycling programmes throughout Ireland.

#### **Credibility**

We represent the Community Resources Sector. We gather evidence and are rigorous in our analysis and approach. We are transparent and accountable in all our dealings.



**Community Resources Network Ireland (CRNI)**

**Repair, Reuse, Recycle**

### **CRNI Strategic Goals**

The CRNI Strategic Goals are to:

1. Provide a range of supports for CRNI Members.
2. Mainstream the Community Resources Sector.
3. Develop the capacity of CRNI.



**Strategic Goal 1                      Provide a range of supports for CRNI Members.**

1. Develop a dynamic CRNI Network
  - ✓ Grow membership to 50 members with a diverse geographical and activity spread.
  - ✓ Facilitate knowledge sharing and connectivity amongst members.
  - ✓ Provide opportunities for and encourage collaboration amongst members.
  - ✓ Support and encourage members to act as goodwill ambassadors for CRNI.
2. Provide supports to strengthen the capacity of CRNI Member Organisations
  - ✓ Identify CRNI Members needs and deliver appropriate supports including for example capacity development training or themed workshops.
  - ✓ Provide knowledge and support to help build member capacity and support growth including sourcing funding and identifying business opportunities
  - ✓ Work with key stakeholders, for the sector, to establish a more secure financial footing and supports
3. Represent Network Members at local, regional, national and EU level
  - ✓ Engage with local partners e.g. local authorities, local community groups.
  - ✓ Represent CRNI on the National Waste Prevention Committee and other relevant working groups e.g. Mattress Recycling Working Group (see Annex C).
  - ✓ Represent CRNI internationally on the RREUSE network and on relevant working groups (see Annex C)
4. Promote CRNI and its membership base
  - ✓ Implement and regularly review the CRNI Communications Strategy and Plan e.g. branding, social media and regular ezine.
  - ✓ Target Members, Policy Makers, Funders, Community & Voluntary Groups/Network, Businesses/Representative Bodies and General Consumers.
  - ✓ Organise and host CRNI's biennial conference with 150 attendees
  - ✓ Raise awareness of the network's economic, environmental and social value among key stakeholders
  - ✓ Raise the profile of the network as a "Go-To" organisation and highlight the benefit of its members work, using key metrics through a structured communications strategy

### **Strategic Goal 1 – KPIs**

- ✓ A membership of 50 organisations across Ireland.
- ✓ Facilitate at least 10 business development and training opportunities for members per annum.
- ✓ Facilitate at least 10 knowledge sharing and networking opportunities for members per annum.
- ✓ A biennial conference with 150 attendees drawn from a range of organisations.
- ✓ 6 ezine newsletters per annum to over 500 stakeholders.



## Strategic Goal 2

## Mainstream Community Resources Sector

1. Influence behavioural change by supporting member engagement with the public and all sectors of the community
2. Position CRNI as a “Go-To” organisation on community based repair, reuse and recycling activities
  - ✓ Develop policy positions that demonstrate clear vision and ambition, and use these to influence local, regional, national and EU environment, social and economic policies
  - ✓ Collaborate with key stakeholders and promote the network to ensure that CRNI is widely recognised at local, national and international levels.
3. Identify innovative projects and source funding or collaborate to develop pilot projects.
  - ✓ Research, develop and pilot projects that enhance the capacity of CRNI Members and/or contribute to mainstreaming the Community Resource Sector
  - ✓ Evaluate pilot projects and where evidence supports, advocate for mainstreaming.
  - ✓ Disseminate findings of pilot projects e.g. case studies, ezine, conference etc.

### Strategic Goal 2 - KPIs

- ✓ At least one strategically aligned research project every year
- ✓ Draw attention to the activities of CRNI with our key stakeholders and the public

#### Circular Economy

A linear economy is built on the principles of take, make and waste. This is not sustainable and alternatives need to be found. In a circular economy growth is separated from the use of scarce resources through production models based on long life products that can be repaired, renewed, upgraded or refurbished.

Circular Economies:

- ✓ Keep the added value in products for as long as possible and aim to eliminate waste.
- ✓ Keep resources within the economy when a product has reached the end of its life, so that they can be productively used again and again and create further value.

Source [www.dccae.gov.ie](http://www.dccae.gov.ie)



**Strategic Goal 3      Develop CRNI capacity**

1. Ensure that CRNI operates to the highest governance standards.
  - ✓ Review Board membership and sub-groups.
  - ✓ Ensure statutory compliance e.g. Charity Regulator; Data Commissioner.
2. Update HRM Policy and Staff Development Programme.
3. Develop capacity for CRNI to grow
  - ✓ Implement a funding strategy that ensures the network is adequately resourced to meet its strategic goals and that diversifies funding for strategic purposes and seek funding opportunities in line with this

**Strategic Goal 3 - KPIs**

- ✓ Develop an all-encompassing risk register, carry out annual Risk Assessment and put Risk Management Programme in place.
- ✓ Identify 3 new sources of funding and double our funding base



**Community Resources Network Ireland (CRNI)**

**Repair, Reuse, Recycle**

## **Appendix A CRNI Board & Network Coordinator**

Community Resources Network Ireland (CRNI) is governed by a Board of Directors which is responsible for ensuring that CRNI, a registered charity, is well managed and compliant with all charity regulation and good governance practice. The Board is appointed from CRNI member organisations as well as, from time to time, relevant external organisations. The Board appoints the CRNI Network Coordinator who is responsible for the day-to-day management of CRNI. The CRNI Network Coordinator reports to the Board at regular CRNI Board meetings.

The following are CRNI Board Members:

Una Lavelle	Chairperson	Recycle IT
Sarah Miller	Co. Secretary	The Rediscovery Centre
Linda Ward		Irish Charity Shops Association
Bernie Connolly		Boomerang Recycling
Mark Fox		Camara

CRNI Network Coordinator  
Claire Downey



**Community Resources Network Ireland (CRNI)**

**Repair, Reuse, Recycle**

## **Appendix B CRNI Project Partners**

### **CRNI Members**

Current members as listed on [www.cрни.ie/members](http://www.cрни.ie/members)

### **Policy Makers and Influencers**

Department of Communications, Climate Action and Environment.  
Department of Agriculture, Environment and Rural Affairs (Northern Ireland).  
Department of Rural and Community Development.  
Department of Employment Affairs and Social Protection.  
Department of Business, Enterprise and Innovation.  
Department of the Taoiseach.  
Department of Housing, Planning and Local Government.  
Regional Waste Authorities.  
Local elected representatives.  
RREUSE network.

### **Potential or Current Funders and Supporters**

Environmental Protection Agency (EPA).  
Regional Waste Authorities.  
Department of Employment Affairs and Social Protection / Pobal.  
Local Development Companies.  
Environmental Awareness Officers.  
Local Enterprise Offices.  
Inter Trade Ireland.  
WRAP Northern Ireland.

### **National Networks and Community / Voluntary Groups**

National Waste Prevention Programme Members.  
Irish Social Enterprise Network.  
Irish Local Development Network.  
Local Authority Prevention Network.  
Public Participation Networks.  
Tidy Towns.

An Taisce Green Schools Network.

**Business Representative Bodies**

CSR Forum (Dept Business Enterprise and Innovation).

Business in the Community.

WEEE Ireland.

Chambers Ireland.

IBEC.

REPAK.

**Other Circular Economy actors**

Third Level and research Institutes.

Zero Waste Scotland.

CRNS.

Ellen MacArthur Foundation.

**Customers**

Member's customers

Other potential consumers of reuse & recycled goods (depending on campaign / purpose)

## **Appendix C**

### **CRNI Working Groups**

#### EUROPEAN

RREUSE Network: Executive Committee  
RREUSE Network: Circular Economy Working Group  
RREUSE Network: Textiles Working Group  
RREUSE Network: WEEE Working Group

#### NATIONAL

EPA: National Waste Prevention Committee  
EPA: Mattress Working Group  
DCCAE: Green Public Procurement 4 Growth (GPP4Growth) Working Group

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**Community Resources Network Ireland**  
**Repair, Reuse, Recycle**

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Website <http://www.crni.ie/>  
Info: [info@crni.ie](mailto:info@crni.ie)

August 2018